Annual Report
2004-2005

Saskatchewan Legal Aid Commission

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Mission

We promote access to justice for people facing serious legal problems who cannot otherwise afford help.

Vision

We provide a full range of legal services for all people in need.

Values

We value **INTEGRITY** therefore:
- we conduct ourselves with honesty and openness and in an ethical fashion

We value **RESPECT** therefore:
- we recognize diverse cultures, needs and perspectives
- we practice respect in our relationships

We value **INNOVATION** therefore:
- we anticipate and plan for the future
- we are creative in order to respond better to client needs

We value **RESPONSIVENESS** therefore:
- we listen to the needs and interests of our clients, our staff and our stakeholders

We value **EXCELLENCE** therefore:
- we strive for the best possible outcomes for clients
- we introduce and acknowledge best practices
- we strive to recruit and retain the best staff

We value **COLLABORATION** therefore:
- we are open and consultative in our decision-making

We value **ACCOUNTABILITY** therefore:
- we are accountable for quality services and the efficient use of public resources
- we are accountable to clients, staff and stakeholders

We value **COMMITMENT** therefore:
- we encourage our employees to find ways to connect with the needs of our clients
- we ensure that all staff has a shared understanding of the vision, goals, objectives and priorities of our organization

Highlights of 2004-2005

- Served more than 39,000 persons
- With the 2003-06 Federal/Provincial/Territorial Contribution agreement regarding legal aid funding, received the second year of supplemental funding from the Investment Fund, designed to foster innovative solution to address unmet needs in criminal legal aid.
- Launch of website www.legalaid.sk.ca
- Implemented the operating lease for computer equipment allowing the Commission staff access to up to date technology.
- George Thurlow, a long term employee and lawyer with the Meadow Lake Area Office, received the distinction of Queen's Counsel in December 2004.

Legislative Mandate

The Legal Aid Act and *The Legal Aid Regulations* provide the legislative mandate for The Saskatchewan Legal Aid Commission.

Commission Profile

The Saskatchewan Legal Aid Commission provides legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure these services from their own resources.

The Saskatchewan Plan has been in existence since 1974.

The Saskatchewan Plan uses a salaried staff delivery model for most of its applicants. At March 31, 2005, the Plan had 150 staff positions (75 lawyers, 2 articling students, 18 legal assistants and 55 administrative and support staff) located in 14 offices throughout the province. The services of private practice lawyers may be used where the Chief Executive Officer of the Commission believes it would better serve the client.

Applicants are financially eligible for services if:

- they are receiving income from social assistance; or
- their financial resources are at social assistance levels; or
- the costs of obtaining the services from a private lawyer would reduce their financial resources to social assistance levels.

To illustrate with a couple of examples, in 2004-2005, financially eligible persons included single people making less than $12,000 (net) per year and families with four children with incomes less than $23,000 (net) per year.

Legal services are provided to financially eligible applicants if the service requested falls within the range of services provided by The Saskatchewan Legal Aid Commission, and if the matter has professional merit. Services are provided in Federal Criminal matters (adult and youth), and family law.

Immediate advice, although temporary, despite financial status is available to those arrested or detained.

Summary advice and information may be provided to anyone about a wide range of matters if they involve no more than a brief interview or telephone call.

The Provincial Government, through Saskatchewan Justice, funded The Saskatchewan Legal Aid Commission. By agreement, the Government of Canada reimburses the Province for some legal aid expenditures on adult criminal matters and young offender matters.

Letter of Transmittal

Minister of Justice
and Attorney General

SASKATCHEWAN

Legislative Building
Regina, Saskatchewan S4S 0B3

Her Honour
The Honourable Dr. Lynda M. Haverstock
Lieutenant Governor of the
Province of Saskatchewan

May It Please Your Honour:

I have the pleasure to transmit to your Honour the Annual Report of The Saskatchewan Legal Aid Commission for the year ending March 31, 2005.

Respectfully submitted,

The Honourable Frank Quennell, Q.C.
Minister of Justice and Attorney General

Letter of Transmittal

Saskatchewan Legal Aid Commission

Central Office

Robert Gibbings, Q.C.
Chairperson

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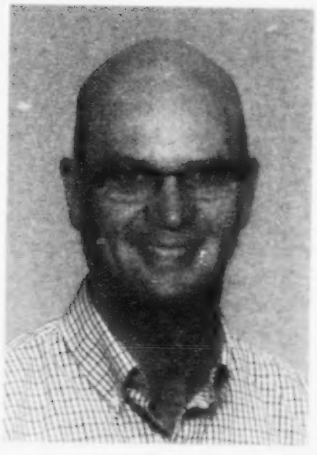


THE HONOURABLE FRANK QUENNELL, Q.C.
MINISTER OF JUSTICE AND ATTORNEY GENERAL
PROVINCE OF SASKATCHEWAN

Dear Mr. Quennell:

It is my pleasure to forward to you the Annual Report of The Saskatchewan Legal Aid Commission according to *The Legal Aid Act*, depicting the affairs of the Commission in the 2004-2005 fiscal year.

Respectfully submitted,

Robert J. Gibbings, Q.C.
Chairperson

A Message from the Chief Executive Officer

I am pleased to share the accomplishments and challenges of the past year:

- Strategic Plan — 2002 - 2005 - successfully completed Year 3 of the Commission's strategic plan

- Strategic Plan — 2005 - 2008 - the Commission commenced planning for the 2nd Strategic Plan using an Appreciative Inquiry process. The Appreciative Inquiry was a process which allowed the Commission to obtain input from staff and regional stakeholders. 78 staff members, 4 Commissioners and 36 stakeholders from around the province participated in 7 regional meetings from January to March 2005. A strategic planning steering committee composed of staff, management, and Commissioners have developed the new strategic plan which will be presented to the Commission for approval and will be the roadmap for Commission planning and priorities for the next 3 years. The strategic planning process is available on our website so that participants can see how their input is reflected in our new plan.

- With funding from Justice Canada's three year investment in the Renewal of Legal Aid Fund, the Saskatchewan Legal Aid Commission undertook several projects to increase access to criminal legal aid services. Some of these projects included:

  - expansion of duty counsel in adult criminal courts in Regina and Saskatoon
  - designating a lawyer to work with the Domestic Violence Treatment Options Court program in North Battleford
  - recruiting a Cree speaking legal assistant for several months to assist with the Cree Court in Northern Saskatchewan
  - recruiting four articling students to work in rural Legal Aid offices
  - launch of a new website, www.legalaid.sk.ca to increase access to information to clients
  - distribution of revised brochures about Legal Aid in Saskatchewan
  - translation of those brochures into French
  - expanded the list of French speaking lawyers on the Legal Aid panel of lawyers
  - training of Legal Aid staff in Aboriginal Cultural Awareness
  - implementing an interpretation service by telephone
  - implementing a pilot project for transportation allowances to assist clients meet court and appointment dates
  - conduct a feasibility study of establishing a call centre
  - surveyed members of the private bar in Saskatchewan
  - conducted a review of the organization of Legal Aid in Saskatchewan

- implemented a new 3 year Information Technology Strategic Plan dealing with issues surrounding our website as well as security.

I have met with staff in our Area Offices and our stakeholders over the past year and continue to be uplifted by the dedication and commitment of staff to legal aid and to our clients. I want to thank staff and the Commission for their support over the past year. The next year promises to be filled with challenges and opportunities as we continue to provide quality services to clients which are effective and efficient and in line with our values.

J Lancaster

Jane L. Lancaster, Q.C.,
Chief Executive Officer

Members of The Saskatchewan Legal Aid Commission

Left to right (back row): Robert Kennedy, Q.C., Dexter Kinequon(appointed by Lieutenant Governor in Council on May 10, 2005), Robert Gibbings, Q.C.
Left to right (front row): Shirley Wolfe-Keller, Debbie Edin
Missing from Photo: Rod Crook, Marilyn Hedlund, Daniel Konkin, Donald Rosten, Wendy Lemaigre

Members at March 31, 2005	**Appointed by:**
Robert GIBBINGS, Q.C., Saskatoon, Chairperson	Lieutenant Governor in Council
Rod CROOK, Regina	Minister of Justice
Debra EDIN, Melfort	Lieutenant Governor in Council
Marilyn HEDLUND, Regina	Minister of Community Resources & Employment
Robert KENNEDY, Q.C., Saskatoon	Lieutenant Governor in Council
Daniel KONKIN, Saskatoon	Law Society of Saskatchewan
Wendy LEMAIGRE, Buffalo Narrows	Law Society of Saskatchewan
Donald ROSTEN, Saskatoon	Lieutenant Governor in Council
Shirley WOLFE-KELLER, Invermay	Lieutenant Governor in Counci
Vacancy	Lieutenant Governor in Council

The Legal Aid Act provides for the appointment of ten members – two appointed by the Law Society of Saskatchewan, six members appointed by the Lieutenant Governor in Council, one member who is an employee of the Department of Justice appointed by the Minister of Justice, and one member who is an employee of the Department of Community Resources & Employment appointed by the Minister of Community Resources & Employment.

The Strategic Plan

2005 and Beyond

In January to March 2005, the Saskatchewan Legal Aid Commission held seven regional meetings with staff and stakeholders, using the Appreciative Inquiry process, to gain input into the planning for 2005 and beyond. This process will continue into the early part of 2005-2006.

2002-2005

The Saskatchewan Legal Aid Commission initiated a strategic planning process in 2001 to identify and address the Commission's needs and issues and creates a strategic framework and focus for the Commission. This resulted in the Saskatchewan Legal Aid Commission's Strategic Plan in March 2002. It was reviewed and revised in March 2003 and in March 2004:

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
Goal A: Work with Aboriginal People and Communities to shape legal services and set future directions.	1. Legal Directors will set a timetable to meet at least once annually with Bands, Tribal Councils, and Metis organizations in their areas to discuss local legal aid issues.	Legal Directors drafted a letter to be sent to all Aboriginal organizations within each Area Offices boundaries. Most offices had sent letters to the organization. A few meetings took place during the fiscal year.	Legal Directors continued to send letters to Aboriginal organizations inviting discussions. More meetings took place in several areas of the province. Issues were reported to the CEO. Completed and transferred to operations.	Legal Directors continued to send letters to Aboriginal organizations inviting discussions. More meetings took place in several areas of the province. Issues were reported to the CEO.	Objective is now operational.
	2. The CEO will review and make recommendations to the Commission regarding the findings of the Federal Project on Services to Aboriginal Peoples.	The Report recognized clients have a broader range of social needs, legal aid could develop closer relationships with other service providers, recognition of an inherent tension between the adversarial basis of the justice system and a collaborative approach, and the need for better co-ordination, contact and understanding.	Legal Directors considered these issues as they had ongoing discussions with Aboriginal organizations. Completed and transferred to operations.	—	Objective is now operational.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
	3. A committee of the Commission, in consultation with staff, will outline a plan for initiating client focus groups with aboriginal women (in one each of the Remote, Urban and Rural areas) to seek their input on how to improve their access to legal aid services.	Combined with the work of the Client Satisfaction Committee of the Client Service Standards Implementation project, an external research firm was retained to conduct focus groups with Aboriginal women, focus groups with clients and personal interviews with clients.	The focus groups and personal interviews were conducted in May and June 2003, with a report delivered in fall 2003. The results are being reviewed and considered in future planning. Completed and transferred to operations.	—	Objective is now operational.
	4. The CEO, in consultation with Saskatchewan Justice, will contribute to the development of the framework for evaluation of the Northern Cree Court.	Commission staff participated in the development of the evaluation framework and in the evaluation itself. The Commission received funding from Justice Canada for the first 20 months of the project to March 31, 2003.	Operational funding from the Saskatchewan government commenced April 1, 2003. Evaluation of the Legal Aid portion of the Cree Court project was completed effective March 2003.	The evaluation of Cree Court continues until 2005.	Objective is now operational.
	5. The Employment Equity Committee will devise a timetable to determine strategies to achieve the employment equity target of 12.2% aboriginal employees.	At March 2003, the Commission employed 14 employees (10%) who self-declared as Aboriginal.	At March 2004, the Commission employed 13 employees (9.1%) who self-declared as Aboriginal.	At December 2005, the Commission employed 16 employees (10.6%) who self-declared as Aboriginal.	Objective is operational.
	6. The Professional Development Committee will develop a schedule and curriculum for regular cross cultural and aboriginal issues training to be used both as part of a new staff orientation and as a component of an ongoing professional development program.	—	Included as a proposed activity in the Business Plan for Justice Canada's Investment Fund for 2004-05 and 2005-06.	Introductory session held at the September 2004 Staff Seminar. Five regional seminars held October 2004 to January 2005	Four regional seminars to be held April to May 2005. A follow-up seminar will be held at the Staff Seminar in September 2005. Objective is operational.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
Goal B: Enhance Capacity for and access to Family Law Services	1. The CEO will report on the feasibility of assisting with the provision of family law services through a call (referral) centre.	—	—	As part of the Justice Canada Investment Fund project on Call Centre feasibility, some initial research had been competed.	Deferred to new plan 2005 & beyond
	2. A committee of Legal Directors will determine the degree to which access to family law services is hampered by such things as geography, conflicts, and the unavailability of the private bar and will report to the CEO.	Area offices were surveyed.	The report of the Client Satisfaction Research Project was reviewed in fall 2003.	Funding for a survey of family law clients who did not proceed with legal aid services, was approved by the Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust.	The survey will be conducted in May 2005. Results will be reviewed for future planning.
	3. The CEO will review services for child protection clients provided by legal aid providers in other jurisdictions and will report her findings to the Commission.	Other legal aid plans were surveyed for projects undertaken. Projects are underway in Alberta, Manitoba and Ontario.	Evaluations of projects in other provinces are underway, but not yet final.	The evaluations of the projects in other provinces were considered. Service options in Saskatchewan will be considered and developed if feasible.	Objective is operational.
	4. The number of maintenance orders attained by each Area Office will be increased.	The Enhanced Maintenance Order project commenced September 2002 and by year end 43 files had been opened with 18 of those closed. Overall, 768 monthly maintenance orders, with an annual value of almost $3 million, were reached. This was 18 more than the previous year.	The Enhanced Mainienance Order project opened 160 files with 104 files closed. Overall, 811 monthly maintenance orders, with an annual value of more than $3 million, were reached. This was 43 more than the previous year.	Overall, 706 monthly maintenance orders, with an annual value of more than $2.7 million, were reached.	Objective is now operational.
	5. The CEO and individual Legal Directors will work together to implement, where appropriate, family law specialization in Area Offices and will study the feasibility of creating stand alone family law offices.	—	—	—	To be considered with activities in B2 - access to family law.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
Goal C: Enhance our Areas of Service	1. Review and update or rationalize Legal Aid guidelines.	—	—	—	Deferred to new plan 2005 & beyond
	2. Determine the cost implications of an enhancement in the range of services offered.	—	—	—	Deferred to new plan 2005 & beyond
	3. The CEO and the Legal Directors will identify options for flexible intake procedures to improve access to services.	—	—	Legal Directors began some discussions.	Further research to be done.
	4. Determine ways to re-engage the private bar in Legal Aid services.	—	A survey of the private bar is included as a proposed activity in the Business Plan for Justice Canada's Investment Fund for 2003-04.	The survey of private bar members was completed in 2004.	The results will be reviewed for future planning.
	5. Explore innovative ways of providing access to clients using 'new' technology.	Area Offices were surveyed. An inventory of the Commission's current technology was updated.	SaskTel was approached concerning toll-free access for residential restricted phone access clients. The Commission monitored pilot projects using videotaped proceedings. A feasibility study for video conferencing and implementing a web-site is included as proposed activities in the Business Plan for Justice Canada's Investment Fund for 2003-04, 2004-05 and 2005-06.	A new web-site (www.legalaid.sk.ca) was developed and then launched in March 2005. The use of a telephone interpreter service, which provides interpreters in over 140 languages, began in 2005. Satellite telephones were purchased for the two northern offices, but have not been satisfactory for client services. The video conferencing feasibility project was discontinued.	Completed and operational.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
	6. The Commission will implement the findings of the Client Service Standards Report.	With funding from the Law Foundation of Saskatchewan, a Project Manager commenced in September 2002. Six staff committees began work on the Intake Process, File Management, Computer Supported Business Processes, Accessibility, Client Satisfaction and Accountability (Performance Standards and Measures)	The Law Foundation approved a grant for the second year of the project. Committees continued work until fall 2003. Additional committees were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	—	Deferred to 2005 & beyond
Goal D: Improve the Work Environment	1. The CEO will seek the input of the Legal Directors regarding management development plans.	Issues and options were identified.	Work on this objective was linked to the proposed additional Client Service Standards committees that were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	A project to develop an Employee Planning and Development process for out-of-scope employees began in 2005 following development of the Competencies for Legal Directors, Central Office Managers and Central Office Support Staff.	The Employee Planning and Development process for out-of-scope employees will be developed and employees trained in its use.
	2. The CEO and a Commission sub-committee will revise and improve the employee recognition program.	The previous recognition program was suspended and a more individualised approach will be developed and implemented by the CEO.	—	—	Completed and operational.
	3. The Professional Development Committee will revise (or develop if necessary) an orientation program for new employees.	An Orientation Manual for new employees was developed and distributed to each Area Office.	—	—	Completed and operational

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
	4. The Professional Development Committee will provide the CEO with an outline of a comprehensive Professional Development plan.	—	Work on this objective was linked to the proposed additional Client Service Standards committees that were planned to begin work on Competencies and Professional Development. The project was delayed in October 2003 pending further discussions with the Union.	A project to develop an Employee Planning and Development process for out-of-scope employees began in 2005 following development of the Competencies for Legal Directors, Central Office Managers and Central Office Support Staff.	The Employee Planning and Development process for out-of-scope employees will be developed and employees trained in its use.
	5. A committee of Legal Directors will identify issues regarding staff leaves to the CEO.	A report on types of leaves and issues was reviewed by Legal Directors. Further discussions will focus on recruitment, retention and retirement of staff.	—	—	Completed.
	6. A committee of Legal Directors and the CEO will investigate strategies to cut down on the need for staff travel.	—	—	—	Deferred until other issues resolved.
	7. The Commission may invite staff committees to report their project recommendations and results directly to the Commission.	The Chair and CEO will review this as necessary.	—	—	Completed and operational
	8. The CEO will make recommendations to the Commission regarding a compensation policy similar to that of other Saskatchewan Justice employees.	The in-scope employees Job Evaluation Plan was implemented in March 2002. The out-of-scope employees Job Evaluation Plan was implemented in fall 2002.	—	The final phased-in Pay Equity adjustment is April 1, 2005. A Temporary Salary Supplement was phased-in for Lawyers in 2005.	Completed and operational
	9. The CEO and a committee of Legal Directors will develop a strategy to deal with the recruitment, retention and retirement of staff.	—	The committee made recommendations which are under review.	Current strategies will be reviewed and reconsidered. The collective bargaining agreement was revised to allow for Temporary salary supplements.	Completed and operational

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
Goal E: Continue to provide and enhance criminal law services to young offenders and adults.	1. Review and continue to consider the implications of the *Youth Criminal Justice Act* (YCJA), and participate on the YCJA Implementation Committee.	Many staff were sent to several training sessions on the new YCJA. A letter was sent to the Minister of Justice recommending the presumptive age in Saskatchewan be 16. However, it was set at 14. Staff participated in several discussions regarding the implementation of the new Act.	The implementation of the YCJA continues to be monitored in its first year of operation. Completed and transferred to operations.	—	Completed and operational.
	2. Continue Legal Aid's participation in the development of the Youth Services Model.	The Prince Albert and Regina pilot projects are ongoing and staff have been involved in their operation.	—	—	Completed and operational.
	3. Develop an integrated Saskatchewan model for the delivery of legal services to all young offenders, which will utilize a 'youth team' approach wherever feasible.	—	—	Legal Directors discussed the issues and indicated that: - information for youth on entitlement to counsel should be provided (the new and revised brochures in English and French; as well as the new legal aid website should assist with this) - the workload implications of the *Youth Criminal Justice Act* be identified - factors relating to specialization in youth law need to be reviewed	Completed and transferred to operations
	4. Provide opportunities for staff to develop expertise in complex, serious criminal matters and encourage the sharing of that expertise.	—	—	Legal Directors discussed the issues and indicated that: - need to establish list of current and potential mentors from within legal aid - need to establish process for support	Further research to be done.

Goals	Objectives	Progress in 2002-03	Progress in 2003-04	Progress in 2004-05	Next Steps for 2005 & beyond
	5. The CEO and Legal Directors will assess our methods of dealing with appeals.	—	—	Legal Directors discussed the issues and indicated that there is a need to research either designating one lawyer to do appeals or establishing an appeals office.	Further research to be done.
Goal F: Enhance understanding of the roles and contributions of the legal aid system	1. Develop and implement a comprehensive strategic communications strategy.	—	A Communications Policy was approved by the Commission in September 2003. The CEO developed a Communications Plan which has begun implementation. Completed and transferred to operations.	A Communications Consultant was retained in 2004. The website www.legalaid.sk.ca was launched in March 2005.	Completed and operational.
	2. The CEO and a committee of Legal Directors will collect and review statistics currently kept by SLAC, by related governmental agencies, and by extra- provincial agencies and will determine what statistics we should gather and what procedures we should use to do so.	Staff reviewed current practices and surveyed Area Offices.	The committee made recommendations which are under review.	Legal Directors discussed the issues and as consensus was not reached, more discussion must occur.	Further research to be done.
	3. The CEO and a committee of the Commission will investigate and report to the Commission regarding sources of non-governmental funding (corporate sponsorship, public/private partnerships, partnering with other government agencies, etc.) for special projects.	—	—	Deferred due to receipt of Justice Canada's Investment Fund project dollars for 2003 to 2006	Deferred to new plan 2005 & beyond

Financial Overview

Sources of Funding

In 2004-2005, The Saskatchewan Legal Aid Commission received funding from three sources:

- Funds appropriated by the Provincial Government through Saskatchewan Justice.
- Client contributions, costs awarded by the Court on behalf of clients, interest earned on monies invested, and miscellaneous receipts.
- Grants from The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust for special projects.

The Government of Canada reimbursed the Province for some of the legal aid expenditures on federal criminal matters (adult and youth). A three-year contribution agreement for 2003 to 2006 included new funding for the Investment Fund meant to foster innovative solutions to addressing unmet need in criminal legal aid.

Distribution of Funding

In 2004-2005, The Saskatchewan Legal Aid Commission's budget of $14 million was divided into the two general areas of direct legal service and administration. The table on the next page shows the distribution.

Significant Pressures on The Saskatchewan Legal Aid Commission's Budget

The Saskatchewan Legal Aid Commission cannot control the volume of caseload as demand is often driven by external factors, such as:

- the economy, poverty and unemployment levels;
- introduction of new federal or provincial legislation;
- crime rates;
- Supreme Court of Canada decisions regarding the provision of duty counsel advice services; disclosure and delays in Court; and decisions concerning professional conflict of interest.

Other significant cost pressures during the year included:

- increased use of the private bar for staff vacancies;
- phased-in implementation of a joint Union/Management Job Evaluation Plan and Out-of-Scope Job Evaluation Plan.

Asset Management and Protection

- Personnel: The emphasis on personnel is promoted by development of skills and knowledge that increase productivity, effectiveness, and job satisfaction. Each Area Office has appointed an Occupational Health Committee or Representative.
- Capital Assets: The Commission maintains a budget that provides for the acquisition of new assets as they are consumed or become obsolete. Acquisition and disposal of assets are managed with a schedule updated annually and supported by physical counts.
- Electronic Data: This includes word processing files, database files, financial, payroll, and other systems. Electronic data and files are protected with daily and weekly backup procedures and off-site storage of weekly backups. The Commission is developing a Security Plan in conjunction with other users of Saskatchewan's Community Net.

Financial Overview (Continued)

	2003-04 Actuals (in $'000s)	2004-05 Planned (in $'000s)	2004-05 Actuals (in $'000s)	2005-06 Planned [1] (in $'000s)
Operating Fund Revenue:				
Appropriation	**$13,129**	$14,295	**$14,295**	$15,996
Other	**$174**	$136	**$140**	$148
Total	**$13,303**	$14,431	**$14,435**	$16,144
Operating Fund Expenses:				
Direct Legal Service [2]	**$11,247**	$12,144	**$12,473**	$13,659
Administration [3]	**$1,655**	$2,203	**$1,922**	$2,543
Sub-total	**$12,902**	$14,347	**$14,395**	$16,202
Purchase of Capital Assets [4]	**$36**	$47	**$73**	$71
Total	**$12,938**	$14,394	**$14,468**	$16,273
Operating Fund Excess (Deficiency) of Revenue over Expenditure	**$365**	$37	**($33)**	($129)
Staffing Resources (at March 31/05):				
Lawyers	**72**	76	**75**	75
Articling Students	**—**	4	**2**	1
Legal Assistants	**16**	18	**18**	17
Support Staff/Administration	**53**	57	**55**	57
Total staffing	**141**	155	**150**	150

This chart does not include any adjustments made in the Investments in Capital Assets Fund.

1 Actual results for 2005-06 may vary from planned expenditures for many reasons, some of which are mentioned previously under Significant Pressures on the Budget.

2 Direct Legal Service expenditures include salaries & benefits, travel, provision of legal services, and other legal expenses.

3 Administrative expenditures include accommodation, telephone, postage, stationery & office supplies, periodicals, photocopying, and other operating expenses.

4 Purchase of Capital Assets are included in the Operating Fund activities of the Commission. However, for financial reporting the purchases are recorded as an increase to Capital Asset costs on the Statement of Financial Position.

Statistical Summaries

Please refer to Glossary of Terms	**2004-05**	2003-04	2002-03	2001-02	2000-01
CLIENT SERVICES					
Applications Received	**23,184**	21,009	20,732	22,213 [1]	23,530
Full Service Applications:					
Federal Criminal (Adult)	**11,943**	11,544	11,062	11,951 [1]	13,188
Federal Criminal (Youth)	**2,955**	2,897	3,133	3,644	3,386
Family	**4,926**	4,708	4,919	5,079	5,470
Civil	**2**	1	3	2	2
Provincial Offences	**2**	1	2	1	11
Total Full Service Applications	**19,828**	19,151	19,119	20,677	22,057
Duty Counsel Project Service (Regina and Saskatoon)	**3,349**	3,009	3,152	2,075 [1]	–
Applications Refused Service	**1,770**	1,858	1,613	1,536	1,473
Appeals against Refused Applications	**605**	505	371	309	305
Appeals to the Civil Appeals Committee	**3**	7	7	6	7
Summary Service or Advice	**4,711**	4,645	4,523	5,968	6,217
Cases Completed and Closed by Staff:					
Federal Criminal (Adult)	**10,956**	11,044	10,673	12,754	12,323
Federal Criminal (Youth)	**2,805**	2,671	3,211	3,677	3,164
Family	**3,797**	4,401	4,546	5,046	4,913
Civil	**1**	1	3	2	2
Provincial Offences	**2**	0	0	10	8
Total Cases Completed and Closed by Staff	**17,561**	18,117	18,433	21,489	20,410
Cases assigned to the Private Bar: Federal Criminal (Adult & Youth)	**1078**	744	623	1,174	734
Cases closed by the Private Bar: Federal Criminal (Adult & Youth)	**1072**	670	833	944	794
Cases assigned to the Private Bar: Family	**257**	198	180	326	299
Cases closed by the Private Bar: Family	**235**	231	301	251	424
Duty Counsel Advice Service	**12,518**	11,136	10,679	10,561	10,061
Incoming Reciprocal Applications	**66**	70	70	100	111
Outgoing Reciprocal Applications	**65**	107	94	122	152

1 A duty counsel pilot project for adults detained in-custody commenced in Regina on April 2001 and in Saskatoon September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal (Adult)".

Financial & Other Resources

	2004-05	2003-04	2002-03	2001-02	2000-01
Revenue	**$14,435,079**	$13,302,926	$12,210,683	$11,743,672	$11,052,207
Expenses	**$14,468,341**	$12,937,718	$12,333,086	$11,943,396	$10,951,030
Operating Fund (Deficiency) of Revenue over Expenditures	**($33,262)**	$365,208	($122,403)	($199,724)	$101,177
Investment in Capital Assets Fund	**$197,280**	$301,066	$386,789	$481,034	$519,964
Unrestricted Assets, end of year	**$128,994**	$162,256	($202,952)	($174,794)	($14,000)
Contribution of the Federal Government - Adult Criminal and Young Offenders [1]	**$2,826,656 plus Investment Fund $1,869,129 Total: $4,695,785**	$2,841,912 plus Investment Fund $864,298 Total: $3,706,210	$2,831,593	$2,831,346	$2,489,590
Per Capita Expenditures on Legal Aid	**$14.54**	$13.00	$11.80	$11.72	$10.77
Number of Employees	**150**	141	141	138	139
Number of members of the Private Bar actively involved in providing services under *The Legal Aid Act*	**124**	143	165	181	184

[1] According to Saskatchewan Justice records

Caseload by Area Office 2004-05

- Most of the cases for which The Saskatchewan Legal Aid Commission grants full service applications are for federal criminal – adult matters (60.2%). This is followed by family matters (24.8%), and federal criminal youth matters (15.0%).
- The number of full service applications increased by 3.5% compared to the previous year. When the duty counsel pilot projects in Saskatoon and Regina were included, the total clients served increased by 1017 or 4.6%.
- Compared to the previous year, the family law area increased by 218 cases or 4.6%, while service for criminal law (both adults and youth and the duty counsel pilot project in Saskatoon and Regina) matters increased by 797 cases or 4.6%.
- About 36% of the clients are female, 64% are male. In criminal matters, 78% were male and 22% female. In family matters, 27% were male and 73% were female.
- About 62.5% of applicants are receiving social assistance.
- Approximately 71% of full service applicants have identified themselves as of Aboriginal descent being 57% Status Indian, 2.9% Non-status Indian, 11% Metis, and 0.03% as Inuit.
- A duty counsel pilot project for adults detained in-custody commenced in Regina in April 2001 and in Saskatoon in September 2001. Most clients served in this project would have previously been included under "Full Service Applications: Federal Criminal – Adult".

Please refer to Glossary of Terms

AREA OFFICE	Federal Criminal - Adult	Federal Criminal - Youth	Family	Civil	Provincial Offence	Total Full Service Applications	Duty Counsel Pilot Project Service	Total Cases Closed	Summary Advice or Service	Duty Counsel Advice Service
Central	0	0	0	0	0	0	0	1	94	11,259 [1]
Battlefords	907	204	383	0	0	1,494	0	1,492	7	0
Meadow Lake	1,063	186	263	0	0	1,512	0	1,502	563	1
Melfort	394	111	164	0	0	669	0	646	110	17
Moose Jaw	261	38	269	1	0	569	0	450	82	1
Northern	1,027	343	356	0	0	1,726	0	1,650	244	184
Prince Albert	2,269	281	483	0	1	3,034	0	2,698	765	264
Regina City	1,477	631	1,045	0	0	3,153	1,353	2,700	1,087	276
Regina Rural	872	139	532	0	0	1,543	0	829	255	47
Saskatoon City	2,098	646	686	1	0	3,431	1,996	3,263	129	282
Saskatoon Rural	434	104	270	0	0	808	0	467	572	0
South East	289	22	151	0	0	462	0	442	573	19
Swift Current	161	36	112	0	0	309	0	247	185	86
Yorkton	691	214	212	0	1	1,118	0	1,174	45	82
Total Full Service Applications	11,943	2,955	4,926	2	2	19,828				
Duty Counsel Pilot Project Service	3,349						3,349			
Total Closed Cases	10,956	2,805	3,797	1	2			17,561		
Summary Advice	2,294	154	1,988	207	68				4,711	
Duty Counsel Advice Service	9,962	2,224	4	8	320					12,518

1 This service is provided by private lawyers on contract.

Management Structure

As of March 31, 2005, The Saskatchewan Legal Aid Commission employed 150 people:
142 at Area Offices and 8 at Central Office

Minister Responsible

Chairperson & Members of the Commission

Chief Executive Officer

Civil Appeals Committee

- reviews the CEO's decisions with respect to an applicant's financial eligibility to receive civil legal aid services, or a requirement to pay part of the cost of the civil legal services provided

Central Office

- Allocation of Cases to the Private Bar
- Appeals on Refused Applications
- Budget Management
- Complaints about Services
- Coordination of Interprovincial Referrals
- Financial Services
- Human Resources
- Information Systems
- Policy Development
- Purchasing

13 Area Offices

- Management of local Area Offices
- Provides services to Clients in Criminal and Family Law
- Participates in Commission-wide Strategic Plan and various committees

Left to right:
(Back Row): Robert Mackenzie, James Struthers, Pamela Cuelenaere, Jerome Boyko, David Bright
(Middle Row): Michael Ryan, Jane Lancaster, Janice Lawrence, Laura Lacoursiere
(Front Row): Donald Mullord, Barry Treacy, Rosanne Newman, Mervyn Shaw, David Andrews
Missing from Photo: Adrian McBride

Offices of The Saskatchewan Legal Aid Commission

Saskatchewan Legal Aid Commission
Central Office
#502 - 201 21st Street East
SASKATOON SK S7K 2H6
Phone 933-5300 **FAX** 933-6764
Toll Free: 1-800-667-3764
E-Mail: central@legalaid.gov.sk.ca
Chief Executive Officer: Jane Lancaster, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon City Area Office
10th Floor, Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7820 **FAX** 933-7827
Toll Free: 1-877-424-1898
Legal Director: Vacant

Saskatchewan Legal Aid Commission
Meadow Lake Area Office
Unit #3, 101 Railway Place
MEADOW LAKE SK S9X 1X6
Phone 236-7636 **FAX** 236-7634
Toll Free: 1-800-461-8188
Legal Director: Rosanne Newman

Saskatchewan Legal Aid Commission
Prince Albert Area Office
Box 3003, 11th Floor, McIntosh Mall
800 Central Avenue
PRINCE ALBERT SK S6V 6Z2
Phone 953-2850 **FAX** 953-2866
Toll Free: 1-877-424-1900
Legal Director: Pamela Cuelenaere

Saskatchewan Legal Aid Commission
Northern Area Office
Box 5000
Mistasinihk Place, 1328 La Ronge Avenue
LA RONGE SK S0J 1L0
Phone 425-4455 **FAX** 425-4472
Toll Free: 1-800-667-4095
Legal Director: Rob Mackenzie

Saskatchewan Legal Aid Commission
South East Area Office
Main Floor, 1302 3rd Street
ESTEVAN SK S4A 2V6
Phone 637-4620 **FAX** 637-4625
Toll Free: 1-877-424-1903
Legal Director: James Struthers
(Sub-office address):
Box 2003, 110 Souris Avenue
WEYBURN SK S4H 2Z9
Phone 848-2341 **FAX** 848-2562
Toll Free: 1-877-424-1907

Saskatchewan Legal Aid Commission
Swift Current Area Office
3rd Floor, 350 Cheadle Street West
SWIFT CURRENT SK S9H 4G3
Phone 778-8272 **FAX** 778-8307
Toll Free: 1-877-424-1905
Legal Director: Adrian McBride

Saskatchewan Legal Aid Commission
Regina City Area Office
200 - 1942 Hamilton Street
REGINA SK S4P 2C5
Phone 787-8760 **FAX** 787-8827
Toll Free: 1-877-424-1897
Legal Director: Michael Ryan, Q.C.

Saskatchewan Legal Aid Commission
Saskatoon Rural Area Office
9th Floor, Sturdy Stone Centre
122 Third Avenue North
SASKATOON SK S7K 2H6
Phone 933-7855 **FAX** 933-7854
Toll Free: 1-877-424-1899
Legal Director: Donald Mullord

Saskatchewan Legal Aid Commission
The Battlefords Area Office
Main Floor, Provincial Building
1192 102nd Street
NORTH BATTLEFORD SK S9A 1E9
Phone 446-7700 **FAX** 446-7598
Toll Free: 1-877-441-4418
Legal Director: Janice Lawrence, Q.C.

Saskatchewan Legal Aid Commission
Melfort Area Office
P.O. Box 6500
3rd Floor, 105 Crawford Avenue East
MELFORT SK S0E 1A0
Phone 752-6220 **FAX** 752-6127
Toll Free: 1-877-424-1901
Legal Director: Barry Treacy, Q.C.

Saskatchewan Legal Aid Commission
Moose Jaw Area Office
#113 - 110 Ominica Street West
MOOSE JAW SK S6H 6V2
Phone 694-3700 **FAX** 694-3738
Toll Free: 1-877-424-1902
Legal Director: Mervyn Shaw

Saskatchewan Legal Aid Commission
Yorkton Area Office
3rd Floor, 120 Smith Street East
YORKTON SK S3N 3V3
Phone 786-1440 **FAX** 786-1405
Toll Free: 1-877-424-1904
Legal Director: David Bright

Saskatchewan Legal Aid Commission
Regina Rural Area Office
438 East Victoria Avenue
REGINA SK S4N 0N7
Phone 787-1141 **FAX** 787-2316
Toll Free: 1-877-424-1906
Legal Director: David Andrews, Q.C.

Management's Responsibility for the Financial Statements

Management is responsible for the integrity of the financial information reported by The Saskatchewan Legal Aid Commission. Fulfilling this responsibility requires the preparation and presentation of financial statements and other financial information according to generally accepted accounting principles. These recommendations are consistently applied, with any exceptions specifically described in the financial statements.

The accounting systems used by the Commission include an appropriate system of internal controls to provide reasonable assurance that:

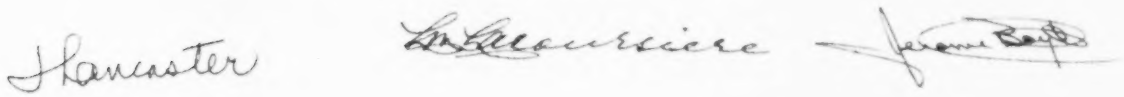
- transactions are authorized;

- the Commission's assets are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other information;

- the accounts are properly kept and financial reports are properly monitored to ensure reliable information is provided for preparation of financial statements and other financial information.

To ensure management meets its responsibilities for financial reporting and internal control, the members of The Saskatchewan Legal Aid Commission discuss audit and reporting matters with representatives of management at regular meetings. The members of the Commission have also reviewed the financial statements with representatives of management.

The Provincial Auditor of Saskatchewan has audited The Saskatchewan Legal Aid Commission's statement of financial position as at March 31, 2005, and the statement of operations and changes in net assets, and cash flows for the year then ended. Their responsibility is to express an opinion on the fairness of management's financial statements. The Auditor's Report outlines the scope of their audit and their opinion.



Jane L. Lancaster, Q.C.
Chief Executive Officer

Laura Lacoursiere, B.Comm., CMA, FCMA,
Director of Administration

Jerome Boyko, B.Comm., CA,
Director of Financial Management

Saskatoon, Saskatchewan
May 19, 2005

Auditor's Report

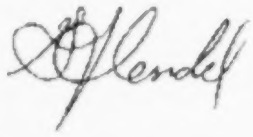
To the Members of the Legislative Assembly
of Saskatchewan

I have audited the statement of financial position of The Saskatchewan Legal Aid Commission as at March 31, 2005 and the statements of operations and changes in net assets, and cash flows for the year then ended. The Commission's management is responsible for preparing these financial statements for Treasury Board's approval. My responsibility is to express an opinion on these financial statements based on my audit.

I conducted my audit in accordance with Canadian generally accepted auditing standards. Those standards require that I plan and perform an audit to obtain reasonable assurance whether the financial statements are free of material misstatement.

An audit includes examining, on a test basis, evidence supporting the amounts and disclosures in the financial statements. An audit also includes assessing the accounting principles used and significant estimates made by management, as well as evaluating the overall financial statement presentation.

In my opinion, these financial statements present fairly, in all material respects, the financial position of the Commission as at March 31, 2005 and the results of its operations and its cash flows for the year then ended in accordance with Canadian generally accepted accounting principles.



Regina, Saskatchewan
May 19, 2005

Fred Wendel, CMA, CA
Provincial Auditor

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF FINANCIAL POSITION
As at March 31

	2005	2004
ASSETS		
Current		
Cash	$ 965,628	$ 645,371
Accounts receivable	47,592	189,411
Prepaid expense	112,028	97,214
Total current assets	1,125,248	931,996
Capital assets (Note 4)	197,280	301,066
	$ 1,322,528	$ 1,233,062
LIABILITIES		
Current		
Accounts payable and accrued liabilities (Note 5)	$ 947,332	$ 769,740
Deferred contributions (Note 6)	48,922	—
Total current liabilities	996,254	769,740
FUND BALANCES		
Investment in capital assets fund	197,280	301,066
Operating fund - unrestricted	128,994	162,256
	326,274	463,322
	$ 1,322,528	$ 1,233,062

(See accompanying notes to the financial statements)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF OPERATIONS AND CHANGES IN NET ASSETS
Year Ended March 31

	2005				2004
	Operating Fund Budget (note 11)	Operating Fund Actual	Investment in Capital Assets Fund Actual	Total	Total
Revenue: (Note 2)					
Department of Justice	$ 14,295,000	$ 14,295,000	$ ---	$ 14,295,000	$ 13,129,000
Grants	60,000	43,104	---	43,104	84,707
Other	76,500	96,975	---	96,975	89,219
	14,431,500	14,435,079	---	14,435,079	13,302,926
Expenses:					
Salaries and employee benefits	10,364,286	10,322,921	---	10,322,921	9,486,983
Central Office administrative (Schedule 1)	747,961	493,738	7,762	501,500	367,118
Area Office administrative and operating expenses (Schedule 1)	1,455,179	1,428,001	60,905	1,488,906	1,405,070
Provision of legal services	1,106,500	1,515,704	---	1,515,704	1,133,762
Other legal expenses	172,740	179,160	---	179,160	163,685
Travel	499,800	455,994	---	455,994	462,669
Loss on disposal of fixed assets	---	---	107,942	107,942	4,154
	14,346,466	14,395,518	176,609	14,572,127	13,023,441
Excess (deficiency) of revenue over expenses	85,034	39,561	(176,609)	(137,048)	279,485
Fund Balances, beginning of year	162,256	162,256	301,066	463,322	183,837
Transfer between funds (Note 12)	(47,290)	(72,823)	72,823	---	---
Fund Balances, end of year	$ 200,000	$ 128,994	$ 197,280	$ 326,274	$ 463,322

(See accompanying notes to the financial statements)

THE SASKATCHEWAN LEGAL AID COMMISSION
STATEMENT OF CASH FLOWS
As at March 31

	2005	2004
Cash provided by (used in)		
OPERATING ACTIVITIES		
Appropriation Funds received	$ 14,465,000	$12,959,000
Cash received from grants	53,026	70,495
Cash received from other income	93,947	87,879
Cash payments for salaries and benefits	(10,305,432)	(9,395,245)
Cash payments for other suppliers	(2,493,716)	(2,266,733)
Cash payments for legal services	(1,419,745)	(1,000,288)
Net cash provided by operating activities	393,080	455,108
INVESTING ACTIVITIES		
Purchase of Capital Assets	(72,823)	(35,685)
Net increase in cash	320,257	419,423
Cash, beginning of year	645,371	225,948
Cash, end of year	$ 965,628	$ 645,371

(See accompanying notes to the financial statements)

THE SASKATCHEWAN LEGAL AID COMMISSION
NOTES TO THE FINANCIAL STATEMENTS
March 31, 2005

The Legal Aid Act came into force on September 1, 1983 by Order in Council 1275/83 and continued The Saskatchewan Community Legal Services Commission as a body corporate under the name of The Saskatchewan Legal Aid Commission. The purpose of the Commission is to provide legal services to persons and organizations for criminal and civil matters where those persons and organizations are financially unable to secure those services from their own resources.

1. **Significant Accounting Policies**

These financial statements have been prepared in accordance with Canadian generally accepted accounting principles and include the following significant accounting polices:

a) Fund Accounting

The Commission follows the restricted fund method of accounting for contributions. For financial reporting purposes, the following major funding groups are:

Operating Fund (unrestricted assets)

The Operating Fund reflects the primary operations of the Commission including revenue from the Department of Justice for the provision of legal services.

Investment in Capital Assets Fund (restricted assets)

Investment in Capital Assets Fund reflects the equity of the Commission in capital assets. This fund includes any grants designated for the acquisitions of capital assets. The Commission would also impose a restriction that any capital purchases made with operating funds would be recorded as an interfund transfer. Expenses consist primarily of amortization of capital assets.

b) Capital Assets

Capital assets are recorded at cost. Normal repairs and maintenance are expensed as incurred. The capital assets are reduced annually by an amount representing the consumed cost of the asset calculated as follows:

Office Equipment and Furniture	14 2/7% per annum
Library	33 1/3% per annum

2. **Revenues**

The following are included in revenue:

a) Unrestricted contributions are recognized as revenue of the operating fund in the year received or receivable.

Other revenue is comprised of client contributions, cost recoveries, interest, and miscellaneous receipts.

b) Restricted contributions related to capital assets are recognized as revenue of the investment in capital assets fund in the year received or receivable.

3. **Pension Plan**

The Commission participates in a defined contribution pension plan for the benefit of its employees. The Commission's financial obligation to The Staff Pension Plan for Employees of The Saskatchewan Legal Aid Commission (Plan) is limited to making regular payments to match the amounts contributed by the employees for current service. The Commission's annual pension expense for 2005 amounted to $416,129 (2004 - $414,917).

The Plan is administered and sponsored by a joint trustees arrangement. The joint trustees consist of four members, two appointed by the Commission and two appointed by C.U.P.E. Local 1949. The Commission provides day-to-day administration for the Trustees without charge to the Plan.

4. Capital Assets

Capital assets are comprised of the following amounts:

	2005			2004		
	Cost	Accumulated Amortization	Net Book Value	Cost	Accumulated Amortization	Net Book Value
Office equipment and furniture	$ 727,113	$ 537,114	$189,999	$1,055,990	$ 762,842	$ 293,148
Library	907,799	900,518	7,281	1,003,194	995,276	7,918
	$ 1,634,912	$1,437,632	$197,280	$2,059,184	$ 1,758,118	$ 301,066

5. Accounts Payable and Accrued Liabilities

	2005	2004
Supplies and services	$ 214,911	$ 171,652
Accrued private solicitors' fees	549,666	453,707
Employee salaries and benefits	182,755	144,381
	$ 947,332	$ 769,740

6. Deferred Contributions

Deferred operating contributions represent grants and externally restricted contributions for which the related expenditures have not been incurred.

	2005	2004
Balance, beginning of year	$ —	$ 79,932
Add: Grant contributions received in the year		
Law Foundation of Saskatchewan	—	424
Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust	92,026	4,351
Less: Amounts recognized as revenue in the year	(43,104)	(84,707)
Balance, end of year	$ 48,922	$ —

7. Measurement Uncertainty

The preparation of financial statements in accordance with Canadian generally accepted accounting principles requires management to make estimates and assumptions that affect the reported amount of accounts payable and accrued liabilities at the date of the financial statements and the reported amount of expenses during the reported period. These estimates are reviewed periodically and, as adjustments become necessary, they are reported in earnings in the period in which they become known.

8. Related Party Transactions

Included in these financial statements are transactions with various Saskatchewan Crown corporations, departments, agencies, boards and commissions related to the Commission by virtue of common control by the Government of Saskatchewan and non-Crown corporations and enterprises subject to joint control or significant influence by the Government of Saskatchewan (collectively referred to as "related parties").

Facilities, vehicle rentals, office supplies, and miscellaneous office services are acquired from a related party. These transactions are recorded at rates, which are determined primarily on the basis of recovery of the costs incurred by the related party. These transactions and amounts outstanding at year end are as follows:

	2005	2004
Expenses	$ 1,136,887	$ 1,121,964
Accounts payable	15,037	16,206
Accounts receivable	—	170,000

Other operating transactions with related parties are settled at prevailing market prices under normal trade terms. These transactions and amounts outstanding at year end are as follows:

	2005	2004
Expenses	$ 419,216	$ 303,473
Other Revenue	430	2,189
Accounts payable	5,805	6,668

In addition, the Commission pays Provincial Sales Tax on all its taxable purchases. The Commission also received transcripts without charge from the Department of Justice, Transcript Services.

During the year, the Commission made a payment in the amount of $49,244 (2004 - $21,155) to the Saskatchewan Legal Aid Commission Benefit Plan Surplus Fund. The intent of this fund is to cover increased premium costs of the extended health care benefits for members of C.U.P.E. Local 1949 in accordance with the Collective Bargaining Agreement. The increased premium costs are initially paid by the Commission and for 2005 the Fund reimbursed the Commission $31,601 (2004 - $3,093) for the increased premium costs.

Other transactions with related parties and amounts due to or from them are described separately in these financial statements and the notes thereto.

9. The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust

A Trust Deed exists between the Law Foundation of Saskatchewan and the Trustees of The Law Foundation of Saskatchewan Legal Aid Endowment Fund Trust (Trust). The Trust has been established with an endowment to assist in the Commission's mandate by :

a) improving access to justice for persons whose own financial resources are inadequate;
b) enhancing the ability of all Commission employees to provide legal aid service to clients, including education, research and the acquisition of research, teaching and library materials by the Commission;
c) providing funds for research in legal and social areas related to legal aid and access to justice; or
d) assisting otherwise in the Commission's mandate in ways not traditionally covered by government funding, and with particular emphasis on novel or innovative programs or delivery methods.

An endowment amount of $1,100,000 has been provided to the Trust and only the net income from the Trust is available for the beneficiaries. During the year the Trust provided a grant to the Commission in the amount of $53,026 (2004 - $4,351). In addition, the Trust approved grants totalling $39,000 which are recorded as receivable from the Trust.

The Trust has five trustees, three of which are members of the Commission. They include:

- The Chair of The Saskatchewan Legal Aid Commission
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Law Society of Saskatchewan
- A commissioner of The Saskatchewan Legal Aid Commission, appointed by the Minister of Justice (Saskatchewan)

The Commission has authorized the utilization of its staff as may be reasonably required from time to time to provide administrative support to the Trust at no fee.

10. Financial Instruments

Financial instruments consist of:

Cash
Accounts receivable
Accounts payable

There are no significant terms and conditions related to financial instruments that may affect the amount, timing and certainty of future cash flows.

The carrying value of the financial instruments approximate fair value due to their immediate or short-term nature.

11. Budget

These amounts represent the operating budget approved by members of The Saskatchewan Legal Aid Commission.

12. Interfund Transfers

The Commission internally restricted and transferred from the Operating Fund to the Investment in Capital Assets Fund $72,823 (2004 - $35,685) for the purchase of capital assets.

Schedule 1

THE SASKATCHEWAN LEGAL AID COMMISSION
SCHEDULE OF ADMINISTRATIVE AND OPERATING EXPENSES
Year Ended March 31

Central Office Administrative	2005 Budget	2005 Operating Fund Actual	2004 Operating Fund Actual
Leased accommodation	$ 44,340	$ 45,582	$ 39,536
Computer leases, maintenance, and support	38,082	38,932	75,454
Telephone	17,500	15,331	13,303
Postage	10,200	14,535	9,990
Stationery and office supplies	6,250	5,662	6,201
Periodicals	3,300	4,577	4,755
Photocopying	3,000	3,286	2,317
Other operating expenses	625,289	365,833	206,954
Total Central Office Administrative	$ 747,961	$ 493,738	$ 358,510
Area Office Administrative and Operating Expenses			
Leased accommodation	$ 853,180	$ 840,292	$ 845,074
Computer leases, maintenance, and support	176,661	154,147	44,814
Telephone	122,500	122,771	115,758
Postage	35,600	34,423	33,279
Stationery and office supplies	83,750	82,704	71,542
Periodicals	26,400	23,443	23,404
Photocopying	42,500	41,295	40,767
Other operating expenses	114,588	128,926	121,786
Total Area Office Administrative and Operating Expenses	$ 1,455,179	$ 1,428,001	$ 1,296,424

Appendix I – Additional Supplementary Information (unaudited)
Personal Services

Listed are individuals who received payments for salaries, wages, honorariums, etc. which total $50,000 or more.

Anderson, Evelyn	$ 67,314	Maeder, Corinne	$ 92,834
Andrews, David	98,782	Maloney, Catherine	92,834
Armstrong, David	92,834	Mayer, Richard	92,834
Armstrong, Kim	66,585	McBride, Adrian	98,782
Baumgartner, Pearl	92,834	McGuire, Allan	92,834
Beckie, Sam	92,834	McLauchlan, Dulcy	69,781
Bercovich, Norman	88,667	McLean, Angus	67,975
Bohachik, Cathy	92,834	McMahon, Jill	92,834
Bordessa, Lynda	88,667	McNeill-McCrea, Patricia	69,138
Boyko, Jerome	66,572	Melin, Jacqueline	82,439
Bright, David	98,782	Mullord, Donald	98,782
Burns, Peter	88,667	Newman, Rosanne	88,899
Calderbank, Jennifer	71,568	Orlowski, Anthony	92,834
Campbell, Bruce	92,834	Reis, Patrick	92,834
Cuelenaere, Pamela	98,782	Rieger, Keely	52,354
Dahlby, Brenda	92,834	Ritter, Bruce	92,834
Daunt, Felicia	89,991	Robert, Alice	64,113
Dove, Graham	92,834	Ryan, Michael	98,782
Earing, Kimberly	76,184	Shaw, Mervyn	89,232
Freriks, Brenda	53,994	Sim, Norma	92,834
Gonzo, David	88,667	Soder, Kelly	77,786
Grimsrud, Robert	92,834	Soder, Michael	88,667
Haid, Debra	92,834	Soroka, Darrel	92,833
Harvey, Valerie	70,915	Struthers, James	98,782
Healy, Kearney	92,834	Thurlow, George	92,833
Hopkins, Deborah	88,667	Tondevold, Patricia	92,834
Johnson, James	88,667	Towstego, Wanda	68,356
Josephson, Gene	92,834	Treacy, Barry	98,782
Kergoat, Roger	92,834	Ventzek, Phillip	55,045
Lacoursiere, Laura	91,560	Weber, Myron	88,667
Lancaster, Jane	121,805	Wood, Linda	68,502
Lane, Jacqueline	53,891		
Lawrence, Janice	98,782	Payees under $50,000	3,059,909
Layton, Erin	66,876	Increase in accrued liabilities	38,374
Llewellyn, Matthew	68,264		
Lubyk, Jeff	71,568		
Mackenzie, Robert	80,719		$ 8,984,764
MacKinnon, Donald	88,667		

Suppliers and Other Payments (unaudited)

Listed are payees who received $50,000 or more for the provision of goods and services, including office supplies, legal services, communications, contract, equipment, and other expenditures.

Bendig Law Office	$ 68,452
Cuelenaere Kendall Katzman & Watson Law Office	114,227
Dumonceaux, Ronald	78,946
Great-West Life Assurance Company (employer costs)	222,983
Law Society of Saskatchewan	105,028
Manulife Financial	416,129
McDougall Gauley Law Office	54,908
Mills Wilcox Zuk Law Office	94,119
Paradigm Consulting Group Inc	91,610
Receiver General for Canada	
Canada Pension Plan	265,524
Employment Insurance	142,874
Roe & Company Law Office	93,397
Saskatchewan Property Management Corporation	1,283,065
Saskatchewan Workers Compensation Board	92,630
SaskTel	138,452
Scott Ludlow Fehr Law Office	164,426
Transwest Air	184,997
Wardell Driedger Cotton & Rodgers Law Office	95,559
Payees Under $50,000	1,791,065
Increase in prepaid expenses	(14,814)
	$ 5,483,577

Appendix II

A Glossary of Terms

Accrued vacation pay - Value of employee vacation leave entitlement earned but not taken.

Application - refers to a formal written request for legal assistance. Related legal matters enumerated at the time of application are included on one application, despite the requirement for a court appearance. Separate applications are counted for criminal, family, civil or provincial offence matters.

Appeal - refers to an appeal of a lower court or administrative tribunal decision, not an appeal of a refused application.

Appeal against refusal - refers to an appeal of a refused application for legal services.

Civil matters - refers to all other civil proceedings that are not of a family nature.

Contribution - refers to that portion of the costs of legal services that an applicant, client, former client or other person may be required to pay.

Coverage or range of service restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Duty Counsel Project service - refers to legal services provided by a lawyer at a location other than a legal aid office, where the person assisted had not applied in writing requesting legal aid services. Commencing in 2001-02, this project was provided to adults in-custody for Provincial Court at Regina and Saskatoon.

Duty counsel advice service - immediate, although temporary advice by telephone to arrested or detained persons, irrespective of financial status (per the *Brydges* decision of the Supreme Court of Canada).

Family matters - refer to proceedings related to divorce, separation, maintenance, custody/access, and other matters of a family law nature.

Federal criminal matters (adult) - refers to applications for matters under the *Criminal Code of Canada*, *Narcotic Control Act*, *Food and Drug Act*, or other Federal Statutes if the proceedings are by way of indictment; or, if upon conviction and sentence, there is a likelihood of imprisonment or loss of livelihood.

Federal criminal matters (youth) - refers to applications for matters under the *Young Offenders Act* and effective April 1, 2003, the *Youth Criminal Justice Act*..

Financial ineligibility - refers to reasons for refusing an application based on some financial information revealed by the applicant about income, assets and liabilities.

Full service application - refers to an application that is granted legal services.

Interprovincial reciprocity agreement - refers to the informal agreement among Legal Aid Plans in Canada to handle nonresident civil matters. Applicants must request legal services in the province/territory of home, rather than in the province/territory where the legal recourse is sought.

Merit, lack of - refers to applications refused because the nature of the case or the seriousness of the matter does not warrant legal assistance.

Merit, professional - some or all of the following are considered:

- is this case one that a reasonable person of modest means would commence or defend?
- are the legal costs of commencing or defending an action reasonable compared with the relief asked for?
- what is the seriousness of the legal or economic outcomes?
- what are the potential benefits to the client?
- is there a possible defence to a charge?
- has the client been cooperative, such as keeping appointments, keeping in touch with the office after a move, etc.?
- has the client accepted reasonable professional advice from the assigned lawyer?

Non-compliance/abuse - refers to refusals based on an applicant's prior or current experience with The Saskatchewan Legal Aid Commission. Included are applications where the services applied for are abusive of the legal process or failure to cooperate with the lawyer.

Prepaid expenses - Payments made during the year that relate to goods and services that will not be received until subsequent fiscal years (includes items such as professional dues, memberships and subscriptions).

Provincial offence matters - refers to applications for matters under provincial statutes, such as *Alcohol Control Act*, *Wildlife and Parks Act*, or *Highway Traffic Act*.

Range of service or coverage restrictions - refers to applications refused because the legal matter is not covered by The Saskatchewan Legal Aid Commission.

Reciprocal application - see Interprovincial reciprocity agreement. Incoming refers to those applications coming from other jurisdictions, while Outgoing refers to those Saskatchewan sends out.

Refused application - refers to all formal written requests for legal aid that have been denied legal services due to financial ineligibility, lack of merit or range of service or coverage restrictions.

Summary advice or service - refers to the provision of legal advice, information, or any other type of minimal legal service to an individual involving no more than a brief interview or telephone call.